

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	72	43	(43)	-	-	-	-	-	-	-	72
Service restructure and reconfiguration	Recruitment Costs	61	-	-	-	-	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	54	-	-	-	-	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	-	-	-	-	-	16
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	58	-	120	120	-	-	-	-	-	-	178
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	45	0	-	-	-	-	-	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	102	-	-	-	-	-	-	-	-	-	102
	Additional legal and TUPE advice	119	-	-	-	-	-	-	-	-	-	119
Revenues and Benefits market testing	Associated project costs, supplies and services	4	-	-	-	-	-	-	-	-	-	4
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	63	-	-	-	-	-	-	-	-	-	63
Corporate Approach to Reducing Fraud	IT Costs	8	-	-	-	-	-	-	-	-	-	8
Management and Staffing Review	Change Management	-	-	-	-	-	15	15	-	-	-	15
Management and Staffing Review	Organisational Development (OD) Consultant	23	-	-	-	-	-	-	-	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	14	-	-	-	-	-	-	-	-	-	14
NNDR RV Maximisation	Engage external consultants	19	-	-	-	-	-	-	-	-	-	19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.	24	108	(107)	1	102	(94)	8	-	-	-	33
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers	-	-	55	55	-	66	66	-	-	-	121
New Customer Experience Model	Pilot Thoughtonomy - Develop role	-	-	-	-	-	41	41	-	-	-	41
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	269	-	-	-	-	-	-	-	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	86	-	-	-	-	-	-	-	-	-	86

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	-	-	-	-	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	288	0	-	-	-	-	-	-	-	-	288
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	-	-	-	-	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	-	-	-	-	-	23
	Interim reporting post in Children's Services	43	-	-	-	-	-	-	-	-	-	43
	Corporate Systems Owner	128	-	-	-	-	-	-	-	-	-	128
	Finance Specialist	161	-	-	-	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	31	-	-	-	-	-	-	-	-	-	31
	Business Objects Developer	30	-	-	-	-	-	-	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	206	115	(61)	54	-	-	-	-	-	-	260
Capacity to support delivery of change and savings across programme	Programme Officer x2	76	46	(46)	-	-	-	-	-	-	-	76
Capacity to support delivery of change and savings across programme	Senior Project Manager x 2	11	245	(131)	114	125	3	128	-	-	-	253
Capacity to support delivery of change and savings across programme	Business Analyst	10	-	51	51	-	48	48	-	-	-	109
Capacity to support delivery of change and savings across programme	Project Officer	8	-	44	44	-	41	41	-	-	-	93
	Contribution to Team Reading costs	10	-	-	-	-	-	-	-	-	-	10
Management and Staffing Review	OD upskilling	-	12	(1)	11	-	-	-	-	-	-	11
	Business Analysts x 2	-	30	(3)	27	112	3	115	-	-	-	142
Executive Recruitment Search Fees	Psychometric Assessment Training	-	20	(20)	-	-	20	20	-	-	-	20
	Finance system implementation lead and support	-	55	(43)	12	140	43	183	-	-	-	195
	ICT Accelerator	-	250	(163)	87	-	163	163	-	-	-	250
	Modern Workplace Project	-	73	(1)	72	-	-	-	-	-	-	72

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
	Finance Transformation	-	174	13	187	-	-	-	-	-	-	187
	PMO Training	-	14	(14)	-	-	14	14	-	-	-	14
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>	-	250	(51)	199	250	51	301	-	-	-	500
Total: Director of Resources (DOR)		2,243	1,435	(401)	1,034	729	414	1,143	-	-	-	4,420

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	318		-	-	-	-	-	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	127		-	-	-	-	-	-	-	-	127
Workstream A: Improving Practice Standards	Practice Improvement Principle Social Worker	-	79	2	81	21	(21)	-	-	-	-	81
	Family Group Conferencing	-	75	(75)	-	-	75	75	-	-	-	75
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	8		-	-	-	-	-	-	-	-	8
	Training for Safety Standards Model. 18/9 project start up training	105		-	-	-	-	-	-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	4	43	(10)	33	2	(2)	-	-	-	-	37
	Family Reunification Team. 18/19 start up	-	20	(4)	16	5	(5)	-	-	-	-	16
	Edge of Care Team, Adolescents. 18/19 start up	37	102	(14)	88	-	50	50	-	-	-	175
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	10		-	-	-	-	-	-	-	-	10
Work stream D: Stronger Stability for Children	Re-imagining Foster Care. 18/19 start up	77		-	-	-	-	-	-	-	-	77
	Placement Solutions Team	10	182	15	197	550	-	550	-	-	-	757
	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 - solutions team savings of £1.8M. 18/19 start up	-	255	(255)					-	-	-	-
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	50	249	(31)	218	-	-	-	-	-	-	268
	Design & implementation of supported lodgings for 16+	5	45	(45)	-	-	-	-	-	-	-	5
	Review of Continued Health Contribution (CHC). 18/19 start up	29	20	(20)	-	-	-	-	-	-	-	29
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	29	48	(27)	21	2	(2)	-	-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	6		-	-	-	-	-	-	-	-	6
	SEND Commissioner. 18/19 start up	64	132	10	142	-	-		-	-	-	206

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
	Business Improvement	-	107	(4)	103	13	(13)	-	-	-	-	103
	Digitalisation	-	227	(120)	107	-	75	75	-	-	-	182
	Development of traded services	418	70	(70)	-	-	-	-	-	-	-	418
	Transformation Programme Team	580	462	5	467	28	54	82	-	-	-	1,129
	Short Breaks	-	20	-	20	5	(5)	-	-	-	-	20
	Funds to be allocated	-	392	(392)	-	-	-	-	-	-	-	-
		-										-
<i>Children in Need Team</i>		-				350	-	350	-	-	-	350
<i>End to end mapping and digitisation of processes</i>		-				120	-	120	-	-	-	120
<i>End to end demand management</i>		-				125	-	125	-	-	-	125
<i>SEND Transport Review</i>		-				100	-	100	-	-	-	100
<i>Improve Traded Services</i>		-				75	-	75	-	-	-	75
<i>Use AI for referral triage</i>		-				250	-	250	-	-	-	250
Total: Childrens (BFFC)		1,877	2,528	(1,035)	1,493	1,646	206	1,852	-	-	-	5,222

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	261	-	-	-	-	-	-	-	-	-	261
	Project Support	16		-	-	-	-	-	-	-	-	16
	Programme Officer	103		-	-	-	-	-	-	-	-	103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	197		-	-	-	-	-	-	-	-	197
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	112		-	-	-	-	-	-	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	144		-	-	-	-	-	-	-	-	144
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	102		-	-	-	-	-	-	-	-	102
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	676		-	-	-	-	-	-	-	-	676
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension	20							-	-	-	20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	191	82	(82)	-	-	-	-	-	-	-	191
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	79		-	-	-	-	-	-	-	-	79
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	30		-	-	-	-	-	-	-	-	30
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	53	36	40	76	48	-	48	-	-	-	177
	Workforce consultancy & Training Programmes (Partners for change)	123		-	-	-	-	-	-	-	-	123
	Transitions - operational consultant	-		21	21		-		-	-	-	21
	Direct Payments - 2x PA Officers	-	15	(2)	13	79	2	81	-	-	-	94

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
	Locum Social Workers x4 Reviewing Team Project	-	64	(55)	9	188	55	243	-	-	-	252
Investment in Technology Enabled Care at home	Funding for TECH Team	-	35	(35)	-	104	35	139	-	-	-	139
Enhanced reablement for mental health and learning disability service users	Transformation Partner MH/LD	-	60	(60)	-	-	60	60	-	-	-	60
Total: Directorate of Adults Social Care and Health (DACHS)		2,107	292	(173)	119	419	152	571	-	-	-	2,797

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	51		-	-	-	-	-	-	-	-	51
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	189		-	-	-	-	-	-	-	-	189
Review option of trust model for Arts	Consultancy costs	29		-	-	-	-	-	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	26		-	-	-	-	-	-	-	-	26
Review existing Parking Permit Charges	Comms Support, IT Support	11		-	-			-	-	-	-	11
Extend residents parking permit areas	Consultant support	89		-	-	-	-	-	-	-	-	89
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	1		-	-	-	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	12		-	-	-	-	-	-	-	-	12
	Consultancy costs and costs to improve remaining facilities	-							-	-	-	-
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	53		-	-	-	-	-	-	-	-	53
	Communications Officer	10		-	-	-	-	-	-	-	-	10
	Consultant Support	11		-	-	-	-	-	-	-	-	11
	Consultant Support (Car park surveys / database set-up)	107		-	-	-	-	-	-	-	-	107
	Project Delivery	273		-	-	-	-	-	-	-	-	273
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	23		-	-	-	-	-	-	-	-	23
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	16	16	2	18	19	(2)	17	-	-	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTF5 period	General resource	173	74	(31)	43			-	-	-	-	216
	Project Manager	37		-	-	-	-	-	-	-	-	37
	Cost Consultant	-	59	(59)					-	-	-	-
	Consultancy - report writing	20		-	-	-	-	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	68	75	5	80	-	-	-	-	-	-	148

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital reductions	337	63	9	72	-	-	-	-	-	-	409
Review enforcement contract	Consultancy support	-	50	(50)	-	-	-	-	-	-	-	-
Food Waste	Project Manager	17	65	1	66	-	-	-	-	-	-	83
	Consultants to carry out modelling	8	-	-	-	-	-	-	-	-	-	8
	Stickers and Leaflets (Phases 1 & 2)	-	36	(11)	25	-	11	11	-	-	-	36
	Mailout to all residents	-	32	(10)	22	-	10	10	-	-	-	32
	Communications time and production	-	47	(15)	32	-	15	15	-	-	-	47
	Marketing	-	110	(25)	85	-	24	24	-	-	-	109
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-	-	-	-	-	41	41	-	-	-	41
Transport and Parking Review	Consultant Support	-	156	1	157	-	-	-	-	-	-	157
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		1,561	783	(183)	600	19	99	118	-	-	-	2,279

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2021

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2020/21 Actual (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Forecast (£,000's)	2022/23 Proposed Budget (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	Managing Change - unallocated funding	-	843	(843)	-	1,920	(1,474)	446	1,782	1,782	1,782	5,792
Total: Unallocated / Contingency		-	843	(843)	-	1,920	(1,474)	446	1,782	1,782	1,782	5,792
Digitisation - cross cutting savings and redesign of Council-wide services	Digital Services Developer x2	-				-	80	80				80
<i>Customer Service and Corporate Improvement Service</i>	<i>Senior Project Manager, Business Analyst x3</i>	-							337	-	-	337
	Modernising CIPSC's	-	-	10	10					-	-	10
	Transitions Top Up - Transitions Practitioner	-				-	31	31		-	-	31
	Outcome based Service Delivery - Locum Worker and OT	-				-	133	133		-	-	133
	PM for outcomes, decision making and outreach.	-				-	48	48	64	16		128
	PM for Front Door, Reading Services Guide and Digital Front Door.	-					48	48	16	-		64
	Reducing the number of overdue reviews	-					143	143		-		143
	Reduce people waiting for Mental Capacity Assessments to move from Appointee to Court Appointed Deputy	-					49	49		-	-	49
	Physiotherapist for community rehabilitation post rapid hospital discharge	-					57	57		-	-	57
	Relaunch & expand NHS Health Checks Programme	-					56	56		-	-	56
	CHC Resource	-					87	87		-	-	87
	Commissioning Quality Assurance	-					44	44		-	-	44
		-								-	-	-
Total: New Projects		-	-	10	10	-	776	776	417	16	-	1,219
Total: All Projects		7,788	5,881	(2,625)	3,256	4,733	173	4,906	2,199	1,798	1,782	21,729